

Worksession

Agenda Item #	14
Meeting Date	June 7, 2004
Prepared By	Suzanne Ludlow, Community and Government Liaison
Approved By	Richard M. Finn, City Mgr.

Discussion Item	Citizen Survey Contract
Background	<p>A key implementation step of the current year's Broadening Citizen Involvement/ Communications City Priority is the undertaking of a citizen survey. The survey is to measure citizen opinions of Takoma Park as a community; to measure citizen opinions of the quality of City customer service and of City services (with a special emphasis on the new community policing effort); to identify the sources citizens use to obtain information on City issues and services; and to identify if and how citizens would like to participate in City government and activities.</p> <p>A request for proposals was issued in early May and four proposals were received on May 24, 2004. The proposals were reviewed by a committee and follow-up questions for the firms were requested and reviewed. The review team consisted of Lonni Moffet (Communications); Carol Bannerman (Police); Andy Kelemen (Public Safety Citizens Advisory Committee); Sara Daines (Housing and Community Development); and Suzanne Ludlow (City Manager's Office). The review committee recommends that National Research Center, Inc. be retained to work with a committee to undertake the Takoma Park citizen survey.</p> <p>\$10,000 had been identified in the 9000 Account for FY04 City Priorities (formerly "Council Goals"). However, a survey that would include both English and Spanish survey forms, that would cover the basic questions and up to three open-ended questions, and that would obtain meaningful data at the Ward level, will cost closer to \$30,000. About \$14,000 of this cost is basic hard costs—materials, translation, printing and postage. Data entry, data analysis and report generation cost another \$7,600. Survey design, management and the presentation to Council comprise the remainder of the costs. NRC is willing to work with the City to design a workplan and survey process that reduces the costs somewhat.</p> <p>Besides the \$10,000 which has been allocated for this purpose, an additional \$25,000 is available in the FY04 9000 (City Priorities) Account which could be used for the Citizen Survey. The Main Street Program match of \$25,000 will be made on July 1, using the funds set aside in the FY05 budget for that purpose, rather than being spent during the current fiscal year. This allows for more straightforward financial record-keeping since the Main Street Program match of \$25,000 has recently been raised, the Main Street designation was made recently, and an Executive Director has not yet been hired. The arrangement to begin implementing the program with full funding for the entire FY05 fiscal year has been presented to the Old Takoma Business Association and approved by its President, Bob Atwood. This shift or reallocation of funds is not intended to reduce the Council's financial commitment to the organization. \$25,000 in City funds will need to be allocated in FY07 to provide the last of the three year commitment to the Main Street Program.</p>
Policy	

Fiscal Impact	\$30,000
Attachments	Citizen Survey RFP Scope of Services; Comments on Proposals; Chart of Mail Survey Costs; Copy of NRC proposal; Copy of City of Rockville Citizen Survey of 2003
Recommendation	Discuss; Staff recommends contracting with National Research Center, Inc.
Special Consideration	Data from the survey will be very important to the development of a successful communications plan. The survey can also be used as a pre-test of citizen feelings regarding police services before the community oriented policing effort is advertised and visible. Such information will be essential in determining the effectiveness of the community policing effort when future surveys are done. Also, citizen surveys are important for police department accreditation, and for the City's performance measurement efforts regarding library, streets, refuse and recycling, and parks and recreation services. Finally, establishing a benchmark at this time of transition of the City government would be helpful to Council, citizens and staff alike.

Background & Scope of Work

The City of Takoma Park, Maryland, is requesting proposals from firms to undertake a citizen survey of our community. The survey is to measure citizen opinions of Takoma Park as a community; to measure citizen opinions of the quality of City services, with a special emphasis on our new community policing effort; and to identify the sources citizens use to obtain information on City issues and services. We are searching for a highly-qualified firm to design (with input from our staff and several citizens), conduct, analyze and report on the findings of this citizen survey.

Takoma Park is a community of 17,299 people in 6,880 households in Montgomery County, Maryland on the border of Washington, D.C. 59% of the households are renter households, while 41% own their own homes. Our community is also ethnically very diverse. The City is looking for a statistically accurate citizen survey to gain information from our diverse population.

The City of Takoma Park sees value in a periodic survey of its citizens. Although we have not done one in the past, we are anxious to do one at this time due to the new structure of our community policing effort. It is important that the survey be done soon, before full implementation is underway, to help determine if any change in perception of public safety or the quality of police services occurs.

Because of our interest in having a survey that can be undertaken quickly, we are interested in responses from reputable firms that have prepared citizen surveys in the past and have unbiased and easy-to-understand survey questions already available.

Once a firm is selected, the City will provide the firm with an address list of all housing units in the City identified by City Ward and noting whether or not the unit is renter or owner occupied. The City will have a small team of staff and citizens to work with the firm in finalizing the survey questions and methodology. City Communications Office staff will work with the firm in coordinating a strategy to publicize the reasons for the survey and to encourage people to respond.

While the surveys may be done by mail, telephone or a combination, and may be augmented by other means (focus groups, on-line responses, etc.), it is important the following requirements are met:

- 1) the survey must be statistically valid at the 95% confidence level or higher for both the renter and owner households

- 2) the survey must be equally as easy to respond to in English and in Spanish, with a recognition that other languages are also spoken our community (eg a mailing with surveys in English and Spanish in the same envelope, with information in other languages common to Takoma Park–French, Amharic, Vietnamese–on how to handle the survey)
- 3) survey questions must be easy to understand and free of bias
- 4) the entire survey process—from contract award to delivery of the report—must be able to be completed within a six-month time period
- 5) survey results must be accurately tabulated; summarized; and presented in easy to understand reports, tables and/or graphics in electronic and printed formats ready for presentation to the City Council and the public
- 6) base data must be provided to the City in an electronic format for its own use and further analysis
- 7) the survey must be able to be repeated on a regular basis to monitor change over time
- 8) the cost to the City in terms of staff time and survey expense must be kept to a minimum

In addition to the requirements above, the following characteristics are desirable:

- 1) survey results are able to be used in completing the customer survey portion of the ICMA's Center for Performance Measurement (CPM) templates for Police, Refuse, Parks and Recreation, and Highways and Street Maintenance
- 2) much of the survey has been used in other communities, so that results from Takoma Park can be compared to other similar communities
- 3) survey results can be broken down into City Wards

Responses to this Request For Proposal must be received by 5 pm EDT, May 24, 2004.

Responses may be mailed, or delivered to the address below. Responses must include a completed Form A (attached).

Send responses to: Cordell Myers
Office of Procurement
City of Takoma Park
7500 Maple Avenue
Takoma Park, MD 20912
Phone: 301-891-7252
Fax: 301-270-8794

Comments on Proposals Takoma Park Citizen Survey

National Research Center, Inc. - Excellent proposal. Price is for entire project from pre-testing to presentation. Firm willing to work to lower costs where possible. Their Rockville Citizen Survey would be good model. Firm has long history of doing citizen surveys for local governments—oversees the National Citizens Survey for ICMA and has database of 300 city surveys for use in comparisons. Firm director is national expert on surveying. Rockville staff give rave reviews on service, professionalism, technical expertise and keeping to deadlines. Rockville's 2003 survey cost \$22,400 but did not include a Spanish-language survey in the same envelope.

Virginia Commonwealth University - Very good proposal; did excellent research on Takoma Park. Example of citizen survey was a telephone survey although proposing to do a mail survey. Example of report was just average. Seem highly experienced in the statistical end, but not as good in report presentation. Cost for a ward-level survey is higher than NRC, but could do slightly less expensive survey at citywide level.

Vantage - Have done respectable surveys for several Colorado cities. Base price is low, but doesn't include much. Trying to figure out likely actual cost very difficult. Committee felt City would not save much, if any, by choosing this firm and that every activity would cost extra so would be a headache to work with.

Wirthlin Worldwide - Committee not impressed by proposal. Doing telephone interviews of 100 or 150 citizens did not seem adequate to meet goal of statistically valid survey at either citywide or ward level. Cost of \$19,300 and \$23,200, respectively, seems high for so few interviews.

	NRC	Vantage	VCU
# pages of survey	6 pages	4 or 6 (price varies)	Medium (likely 4-8 pages)
# surveys at Citywide level	--	1674	1275
# surveys for info at Ward level	3000	2511 or 10,044	3825
Cost per survey	\$9.98	\$8.30 / \$8.92 (4 / 6 page, citywide) \$6.76 / \$7.05 (ward) \$4.46 / \$5.08 (each ward 5%+- at 95 c.i.)	\$16.93 citywide \$9.49 ward level
Presentation cost (including travel)	less than \$2620 (included in price; could be reduced)	\$1700 (not included)	Not included, cost not known
Cost of 25 bound copies	\$125 (not included)	\$875 (not included)	10 copies included; cost for additional 15 unknown
Total Cost			(Note: for “not to exceed,” add 10%)
Citywide		\$13,890 / \$14,927 (extra costs for open ended question \$920 per 400 responses) additional professional costs at \$85 per hour plus travel; data entry for additional responses, \$1.50 each	20,743 plus \$846 survey printing costs For “not to exceed,” add 10%

Ward level info	\$29,928	\$16,981 / \$17,708 (600 responses) \$44,793 / \$51,013 (2400 responses) Plus: the many extra costs listed above. A comparison with the other firms indicates that a 6-page survey with comparable professional time and 3 open-ended questions could easily cost about \$26,000 rather than \$17,700.	33,746 plus \$2550 survey printing costs For “not-to-exceed,” add 10%
Options	Pre-testing is included	Pre-testing would cost an additional \$1000	Focus grps - \$11,825 or Cognitv ints - \$8,856 Phone followup - \$5,845



Takoma Park, MD Community Citizen Survey Proposal RFP #04-9000-01



3005 30th Street
Boulder, CO 80301
tel: 303-444-7863
fax: 303-444-1145
e-mail: nrc@n-r-c.com
www.n-r-c.com

May 24, 2004

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I. Firm Name and Contact Information

National Research Center, Inc.

3005 30th Street
Boulder, CO 80301

Phone Number: 303-444-7863

Fax Number: 303-444-1145

Web Site Address: www.n-r-c.com

Contact Name: Erin Caldwell

Contact E-mail Address: erin@n-r-c.com

Subcontractors:

For this project, National Research Center, Inc. would employ the following subcontractors:

Local representative (help with in-person meetings and survey consulting)

University of Virginia Center for Survey Research
2400 Old Ivy Road, Suite 223
P. O. Box 400767
Phone Number: 434-243-5223
CSR Main Number: 434-243-5222
Fax Number: 434-243-5233
Charlottesville, VA 22904-4767
Contact Name: Thomas M. Guterbock
Contact E-mail Address: TomG@virginia.edu

Translation (translation of explanatory paragraph into 3 or 4 languages, survey materials into Spanish)

Language Matters
1445 Pearl Street
Boulder, CO 80302
Phone Number: 303-442-3471
Fax Number: 303-442-5805
Contact Name: Rosangela Fiori
Contact E-mail Address: info@languagematters.com

Mail preparation (survey printing, packet preparation, mailing service)

MailGraphics, Inc
1668 Valtec Lane, Suite F
Boulder, CO 80301
Phone Number: 303-449-4053
Fax Number: 303-938-1544
Contact Name: Connie Chiddister
Contact E-mail Address: ConnieC@mailgraphics.com

Data entry (keypunching information from survey forms to create an electronic ASCII dataset of results)

Alexander's Data Services
300 East Hampden Avenue
Englewood, CO 80110
Phone Number: 303-761-7256
Fax Number: 303-788-1424
Contact Name: Nancy Wright
Contact E-mail Address: adservices1@qwest.net

II. Background Information of the Firm and Staff

Background Information of National Research Center, Inc.

National Research Center, Inc. (NRC) is one of the leading strategic planning and survey research teams in the United States, focusing on the information needs of the public sector. Our principals have worked more than 20 years with government leaders on issues in critical areas such as customer satisfaction, transportation, land use, personnel, special needs human services, law enforcement, libraries, parks, recreation, water use and conservation, recycling and health care. In addition, we have worked with clients on needs assessments in health care and human services as well as training and writing about human service outcomes.

As part of a planning process, we work with appointed committees and task forces of staff or the public as well as elected councils, commissions or boards to design and conduct surveys, evaluations and policy studies. We interpret and assist in implementation of research results.

The principals of NRC have authored several articles about survey research methods, social science and health care outcomes in journals and books devoted to public management and health care as well as authoring a book on the methods of citizen surveying *Citizen Surveys: how to do them, how to use them, what they mean* published by the International City/County Management Association.

Focus Groups

NRC staff have extensive experience in conceiving, recruiting, moderating and scribing focused discussions. We work with a wide variety of focus group participants such as Spanish speakers, the visually impaired, young indigent mothers, crime victims, teens, business executives, art patrons and the general public. We work with staff to develop a discussion topic guide and script and we collect demographic data on participants as well as some other questions that help us discover initial attitudes before the group discussion can influence responses.

Program Evaluation

NRC designs and conducts evaluations of programs funded by foundations, the government or not-for-profits. These evaluations include simple post-only, pre-post and comparison group designs (both intact and random assignment). The purposes of these evaluations are to provide credible evidence of program effectiveness when it occurs. Agency staff use results to raise funds for their programs and to improve the quality of services for and quality of life of their clients.

Training

We have written handbooks on outcome measurement for human service agencies and curricula for training human service staff on monitoring their processes and impacts. We have trained hundreds of staff in all variety of human service sectors. Our training extends to the development and use of survey research as well. We have written extensively on the methods of quality survey research and have trained hundreds of practitioners on how to do surveys, how to use them and what they mean.

Quantitative Capabilities

NRC staff include highly trained and experienced data analysts. We specialize in a wide variety of analytic techniques: simple data analyses such as frequency distributions, measures of central tendency and cross-tabulations; more sophisticated analyses such as model building that relies on multiple linear regression or logistic regression; structural tests using factor analysis, cluster analysis, time series analysis and multi-factorial analysis of variance; psychometric tests for instrument reliability and validity.

Gathering Community Input – Quantitative and Qualitative Approaches

National Research Center, Inc. has extensive experience in conducting surveys using a variety of approaches (by phone, by mail, in-person and via the Internet). We have done many omnibus citizen surveys for local governments, asking residents to evaluate the quality of life and city services of their community. We have also conducted surveys on specialized topics such as parks and recreation, transportation, human service needs or utility services.

Besides our survey capability, we maintain a database of public sector surveys which we can draw on, not only for examples of useful item wording but for summaries of results that can be used for comparing residents' opinions about service quality. The database reflects the responses of over a quarter-million U.S. residents in 40 states and has been part of the work we have done for jurisdictions across the country.

We also employ qualitative techniques to gather information from a community. Our focus groups have been done as stand-alone pieces of research, or as an added component to a study involving a scientific survey, to provide added depth to the information collected.

Devotion to Excellence

Our view of good business requires that we treat our customers better than they would be treated by any of our competitors. We work closely with our clients to ensure that all survey themes and questionnaire items are clearly stated and properly ordered.

Scope of Services

NRC can provide all or any of the steps in survey research or policy analysis that our clients require. We can take our clients through every stage of a quality research project: the research design, instrument construction, pre-testing, sample selection, interviewing, data entry, response coding, tabulation, statistical analysis, interpretation, summarization, written and oral reporting. While most of our clients give us responsibility for all aspects of the research project, we are eager to counsel our clients through any single step or group of steps in the research process while taking responsibility only for those aspects of the enterprise our clients wish us to manage fully. Clients' costs can be contained best this way.

When we control the entire research enterprise, we find that our clients especially admire our final product. We provide a comprehensive report of results as well as methods written without jargon and illustrated by clear graphics. Our years of experience in survey research for government permit us to steer clients safely away from over-interpretations of small differences and toward meaningful action. This important skill is particularly useful when results are presented to committees, councils or commissions of elected or appointed citizens.

Special Capabilities – Making it Make Sense

The key to practical policy research is excellence of method and simplicity of communication. Our principals' experiences include teaching statistics and market research at the graduate level. We have presented results to elected officials, task forces of local residents and teams of executives and managers. Not only have we taught management seminars and written in scholarly journals, but one of our principals with a Ph.D. in research and evaluation methods also was a journalist and acting director of communication for a local government.

Mail Survey Research

NRC, Inc. conducts about half of its survey research by mail. Typically, we achieve between a 25% and 50% response rate, depending on the survey topic and the target population. To assure a representative sample, our surveys are mailed to a random sample of households in the target area and we have an unbiased method of selecting respondents within households to participate. We attempt to contact selected households three times during the data collection phase of the project: first with a post card notifying residents of their selection; second, we send the survey with a cover letter a week after the post card; and finally, we send a reminder letter with another survey to prompt response.

The Center for Survey Research at the University of Virginia

The Center for Survey Research (CSR) at the University of Virginia is an interdisciplinary research and service organization. It is a unit of the Weldon Cooper Center for Public Service, and as such offers first-rate survey techniques, academic credentials, and a commitment to providing superior service to government and private-sector clients.

CSR's staff includes three full-time professional researchers with extensive background in project design and management, highly skilled part-time research assistants from graduate programs in psychology, statistics, sociology, health evaluation sciences, political science, and administrative support personnel. In addition, CSR draws on the expertise of associated faculty from the University's social science departments, medical, business, education, and engineering schools, and other units of the Weldon Cooper Center for Public Service. Staff has gained extensive experience with surveys and social science data analysis for a wide variety of clients in the scientific community, state and local governments, education, health care, the non-profit sector, and private industry, including all aspects of design, sampling, question wording, field operations, analysis, and quality control. CSR specializes in custom design of mid-sized projects, often utilizing the most innovative approaches in questionnaire design, administration and analysis. Senior staff members make frequent contributions to the academic and professional survey research literature.

Since its inception in 1988, CSR has conducted many thousands of telephone, mail and in-person interviews, reported results, and archived data for future use. For telephone-based, web, and multi-mode surveys, CSR uses the WinCATI system developed by Sawtooth Software. The state-of-the-art Computer-Assisted Telephone Interviewing (CATI) laboratory facility at Charlottesville currently employs 23 interviewing stations and includes an audio-monitoring system. It supports a regular staff of trained interviewers, lab supervisors, and a manager of CATI operations.

Background Information of the Staff

Thomas I Miller, Ph.D. is the president of National Research Center, Inc. He received a Ph.D. in research and evaluation methods from the Laboratory of Educational Research at the University of Colorado, Boulder. He has worked in state and local government and as a consultant to human service agencies since 1977. With Michelle Kobayashi, he wrote, *Citizen Surveys: How to do them, how to use them, what they mean*, published in 2000 by the International City and County Management Association, Washington, D.C. Tom founded National Research Center, Inc. in 1994. He has designed, overseen and written results of hundreds of research and evaluation projects and presented his findings to a wide variety of audiences, both academic and lay. Not only has he written about survey research in journals and books devoted to public management, including *Public Administration Review*, *Journal of the American Planning Association*, *Journal of Policy Analysis and Management*, *Planning Commissioners Journal*, *Management Science and Policy Analysis*, *Handbook of Practical Program Evaluation*, *Handbook of Social Intervention*, and *Governing*, he was co-founder of Evaluation Systems International, a health care outcome research and software company. Consequently, he has published in journals and books devoted to health outcomes including: *Risk Analysis*, *Measuring Outcomes in Speech-Language Pathology*, *ASHA*, *Behavioral Health Management*, *Inside Case Management*, *Health Span* and *Journal of Personnel Psychology*. Tom was co-author of *Benefits of Psychotherapy*, a book published by Johns Hopkins University Press. Tom also has been a journalist and acting director of communication for local government.

Erin Caldwell, MSPH, is a senior research associate at NRC. Erin has earned a master's degree in public health with an emphasis in research methods and statistics. Erin has designed and conducted scores of needs assessments, policy studies and program evaluations. She has published in *The American Journal of Public Health* on the health and quality of life of ethnic minorities living in Colorado's San Luis Valley. Other analytic work has included formulation of measures of acculturation for use in a rural bi-ethnic population. Erin has overseen and performed a variety of research in local government and human services. Much of her emphasis has been on outcome monitoring and program evaluation. She recently co-led a seminar on performance measures in local government for the department directors and managers of a local municipality. Erin has over 10 years experience as a senior researcher and research manager.

Rachel Cooper, M.A., research associate at NRC, has a master's degree in Clinical Sociology from the University of Northern Colorado as well as a B.A. in Sociology from South Dakota State University. Along with recent clinical work in the criminal justice field, she has extensive research experience with local governments and nonprofits throughout Colorado's Front Range.

Shannon Hayden, B.A., senior analyst at NRC, earned her undergraduate degree in Sociology from The Colorado College. Shannon has been involved in dozens of citizen surveys at NRC, working as a project manager and on all aspects of the projects, including survey instrument development, overseeing data collection and analyzing and reporting the data. She helped develop The National Citizen Survey™ and oversaw the Beta Site testing of this project. Her background includes a number of years in marketing. Shannon also has designed Access databases for client use and to aid in data collection and analysis.

Lee Tyson, B.A., research assistant at NRC, has a Bachelor of Arts in Anthropology and English from the University of Connecticut. Companies such as IBM and Bose have utilized her extensive technical skills, where she has provided customer troubleshooting support, Internet/Intranet design, and database expertise.

Thomas M. Guterbock, Ph.D., Director of Center for Survey Research and associate professor of sociology at the University of Virginia, is a nationally known survey methodologist and researcher on community planning issues and citizen satisfaction. He holds a joint appointment in Sociology and in Health Evaluation Sciences (UVA School of Medicine). He has wide experience working with government officials and is known for his skill in survey design and in devising smoothly flowing questionnaires. In

1998 he prepared for the Virginia State Budget Office a critical review of all performance-measurement surveys conducted by Virginia state agencies. He organized and presided over two sessions of papers on citizen surveys at the 1999 meetings of the American Association for Public Opinion Research. Working through CSR or individually, he has consulted with dozens of Virginia localities on their survey needs. Prof. Guterbock received his doctoral training at the University of Chicago under the tutelage of several luminaries in the field of community research: the late Morris Janowitz, Edward Laumann, and Gerald Suttles. His dissertation, later published as *Machine Politics in Transition: Party and Community in Chicago*, focused on the interrelation of communal involvement and political support in the context of a local political machine. Prof. Guterbock's numerous articles include studies of social and political participation and studies using ego-centered network methods. His training and background include both qualitative field methods and advanced multivariate statistical methods. He teaches survey methods at both the graduate and undergraduate levels at U.Va.

Robin A. Bebel, Assistant Director at CSR has recently been joined the Center. She comes with 16 years of experience in survey research at Northern Illinois University's Public Opinion Laboratory. As Director of Field Operations there, she oversaw both telephone and mail surveys covering a wide range of topics and protocols. Community studies were a particular specialty, including park, library and school districts, local governments and community colleges. She focused on designing reliable and cost-effective protocols tailored to a community's needs. Ms. Bebel was appointed in 2000 to the Advisory Group for the Data Collection Methods Committee for the Behavioral Risk Factor Surveillance System, sponsored by the Centers for Disease Control. Individual states are responsible for their own data collection, following the procedures set forth by the CDC. The BRFSS is the largest telephone survey conducted nationally. She is a regular contributor to the International Field Director's and Field Technologies Conference.

References

National Research Center principals have conducted and evaluated hundreds of surveys of residents for local government over the past 15 years. Because of this experience, we have an in-depth understanding of the time and logistical requirements for all steps involved in the survey process and we also are knowledgeable about the obstacles that can throw a project off course. We have encountered and solved many problems over the years. When we commit to a study timeline and costs we meet the established goals.

We help keep our projects on budget and on time by detailing the survey methods and assumptions in the proposal, working closely with the client throughout the process, and discussing with the client up-front the potential financial or time impact of a methodological change. The following table lists clients for whom we have performed similar projects. They can attest to our reliability as well as our flexibility to adapt to adjustments to the study parameters.

Omnibus Citizen Surveys		
Project/Client	Contact	Description
City of Rockville, MD Citizen Survey	Linda Moran Council Support 301-315-6513	A mailed survey of residents of the City of Rockville was sent to 3,000 randomly selected households, of which 2,915 were non-vacant residents. Completed surveys were obtained from 1,405 community residents, for a response rate of 48%. The 2001 City of Rockville Citizen Survey was used to gather citizen perception data needed for the City's performance measures. In addition, questions were asked about the quality of life and the community. The survey was conducted again in 2003.
Westminster, CO Citizen Survey	Emily Moon 303-430-2400 x2136	Mailed survey of 1,000 Westminster households assessing satisfaction with government services, community quality of life and resident opinions on salient policy issues. We have been conducting the survey biennially since 1992.
Longmont, CO Customer Survey	Rigo Leal Public Information Officer 303-651-8840	Bilingual phone surveys of 600 Longmont residents assessing satisfaction with and importance of government services, community amenities and resident opinions on salient policy issues. The baseline survey was conducted in 1996 and follow-up telephone surveys were completed in 1998, 2000, 2001 and 2002. In 2003, the data collection methodology changed from phone to mail. Longmont is currently in the data collection phase of the 2004 survey.

Omnibus Citizen Surveys		
Project/Client	Contact	Description
Arvada, CO Citizen Survey	Maria VanderKolk 303-431-3000 x3205	Mailed surveys sent to all households in the City of Arvada to assess satisfaction with city government, community amenities and quality of life. The City of Arvada has been administering a resident survey for more than a decade. The City hired NRC to redesign the instrument and study design in 1998, and to do a follow-up in 1999, 2001 and 2003.
City of Loveland, CO Community Survey	Eve Chen Budget Officer 970-962-2329	This survey brought the opinions of a representative sample of 400 Loveland residents to council, staff and the public at large. The central purposes of the telephone interview were to determine residents' perceptions about the quality of a variety of city services, the importance of each of these services and residents' satisfaction with various aspects of the quality of life in Loveland.
City of Boulder, CO Citizen Survey	Terry Westover Director of Audit & Evaluation 303-441-3143	Some of the principals at National Research Center used to work for the City of Boulder. In that capacity, they developed the City's Citizen Survey in 1987, which was then conducted every two years thereafter (except in 1991). In 2001, the City of Boulder contracted with NRC to complete that year's Citizen Survey. Surveys were obtained from 1,551 participants, who rated quality of life, community amenities, and City services. In addition, relevant policy questions were included on the questionnaire. Boulder's population includes a substantial proportion of University students. Fifty percent of the occupied housing units within the city of Boulder are renter-occupied.
Town of Parker, CO Citizen Survey	Elise Pennington Community Affairs Manager 303-841-0353	The Town of Parker contracted with National Research Center, Inc. in 1999, 2001 and 2003 to perform a statistically valid survey of a representative sample of its residents. Town leaders sought to determine citizen attitudes about Town services and pending local policy. The mailed survey was returned by 1,115 respondents.

Example of Survey Project with a Large Rental Population		
Project/Client	Contact	Description
National Multiple Family Submetering And Allocation Billing Program Study	Dick Bennett East Bay Municipal Utility District 510 287-1380	<p>The goals of this study were to determine the merits of billing conversion programs including the potential water savings, costs, benefits, and the accompanying administrative and regulatory issues. Mailed surveys were conducted for a random sample of accounts from three groups: in-rent, submetered, and RUBS (including hot water hybrids) to identify any relevant factors that could impact billing conversion and water demand.</p> <p>Surveys were first sent to property owners/managers of these properties. In addition to completing a survey delineating the characteristics of the property, they were asked to provide an addressing list of the units within their property. Selected households were mailed a resident survey to gather information about water using fixtures within their unit, their water use habits, and their experiences with and opinions of the way in which they were billed for water.</p>

III. Proposal of Approach

About Takoma Park, MD

We understand that a majority of households in Takoma Park, MD are renter households (55% according to the 2000 Census, 59% according to the RFP) and ethnically very diverse (51% of the population is non-white according to the 2000 Census, and 14% of the population is of Hispanic origin according to the 2000 Census) and that the city values community input. NRC has extensive experience in citizen survey research and guarantees that these populations would have an equal representation in this survey to population norms for the city.

We also understand that it is important that the survey be completed in the near future, before implementation of the new structure of community policing is underway, to help determine if any change in perception of public safety or the quality of police services occurs.

NRC Approach

National Research Center, Inc. proposes to conduct a community citizen survey of Takoma Park, MD residents. The survey is to measure citizen opinions of Takoma Park as a community, to measure citizen opinions of the quality of City services, with a special emphasis on the new community policing effort, and to identify the sources citizens use to obtain information on City issues and services. The survey may be conducted by mail or by telephone, but we recommend a mailed survey due to the number of languages needed to include all Takoma Park residents.

Following is an outline of the proposed activities for this project. However, we would be happy to adjust our scope of work to fit your needs. (Sections VI and VII provide additional information about NRC's research methods and our Citizen Survey Database.)

Regardless of the data collection method selected, NRC will:

- Work with Takoma Park to develop and finalize the survey instrument
- Translate the survey (Spanish), as well as translation of information about the survey in other languages
- Coordinate all aspects of the data collection (such as printing and mailing surveys)
- Work with the City of Takoma Park Communications staff in coordinating a strategy to publicize the survey to the community
- Clean and convert all data into electronic format
- Re-weight the data according to population norms and analyze the data
- Produce a report of results including comparisons to national norms and crosstabulations of selected results by City Wards
- Prepare presentation materials for Takoma Park and make a presentation of results

Mail Data Collection

- We propose to do a stratified sample of 3,000 Takoma Park, MD residents by Ward to receive 3 mailings each: a pre-notification postcard and two survey mailings, the second to serve as a reminder.
- We would mail a packet with an English and Spanish version of a 5-page survey (with a cover letter as the first of a 6-page booklet). To reach residents speaking other languages, we propose

including a separate page with information about the survey in different languages. This paragraph would explain that a survey was contained in the packet of materials, and request that the household find someone who speaks English to help them complete the survey. This method was employed in Rockville in 2001.

- Alternatively, we could provide a similar explanatory paragraph, and a phone number where the person could call to receive a copy of the survey in their language. This would require translation of the entire survey into each language provided. It would also require a phone line and message in the appropriate language for each language in which this service would be provided. We have not proposed this option, but would be happy to discuss this idea or others with the staff of Takoma Park.
- The RFP specified that the survey needed to be as easy to complete in Spanish as in English, so we have proposed providing the questionnaire in both languages. About \$3,000 to \$4,000 could be saved in printing, mail preparation and postage costs if the survey was provided only in English, and Spanish was included as one of the other languages in which the explanatory paragraph was provided.

Sampling

- We would be happy to utilize an address list provided by the City. We have also provided information about our typical sampling selection methods and other research methods in section VI of this proposal for your review. We would want to discuss with you the completeness of the address list for multi-family housing; we have found that often databases maintained by local governments use the assessor database as the foundation of their system. These databases often provide only one address for an apartment building, rather than the addressing for each dwelling unit within the property. Use of such a list from the City, however, allows finer geographic stratification of the mailings.
- In cases where more than one household member is older than 18 years and eligible to participate in the study, a procedure to select the survey respondent without bias is used. This methodology¹ helps ensure the attitudes expressed by our respondent "sample" closely approximate the attitudes of all residents living in Takoma Park.
- Attached or rental units would be over sampled at a ratio of 5:3 to control for the potential non-response bias². We would also re-weight the sample based on the most current population norms for Takoma Park.
- Our typical response rate for mailed surveys ranges from 20-50% and most commonly is around 30%. In general, we find that renter-occupied households respond at a lower rate than do owner-occupied households. Based on this pattern, we expect the Takoma Park response rate for a mail survey to be around 25% to 30%. The expected number of completed surveys should be between 700 (23% response rate) and 1,000 (33% response rate).
- The margin of error for 700 surveys is $\pm 3.7\%$ and it is $\pm 3.0\%$ for 1,000 surveys. Assuming that the number of households in each of the 6 Wards is similar and that those residents respond in approximately equal proportions, it is likely that the margin of error for each Ward will range from $\pm 7.6\%$ to $\pm 9.1\%$. Depending on how the Wards can be geographically identified (via zip codes, for example), stratified sampling could be employed to ensure that each Ward is mailed the same number of surveys.

¹ We use the birthday method to select a person at random within the randomly selected household. The birthday method requests that the respondent be the adult (18 or older) in the household who most recently had a birthday (irrespective of the year of birth).

² Residents who are younger and of lower socio-economic status traditionally lower respond less often to local government surveys.

Survey Instrument Development

- This survey will be designed to assess resident perceptions of the quality of jurisdiction services and their opinions on various policy issues, if desired. We can assure you that survey questions will be easy to understand and free of bias. (Please see the included examples of other citizen surveys we have conducted; the survey instruments are included as appendices to the reports).
- The survey instrument can be designed with greater or lesser amounts of input from city staff and elected officials, depending on the preference of the client. Naturally, greater opportunities for feedback and revision result in longer time frames.
- We have provided examples of surveys as requested (see the Appendices of the included reports). We have also included a copy of the "National Citizen Survey™" which could also be used as a starting point. If awarded this project, these and other examples can be used by members of an oversight committee of Takoma Park City staff as a first step in developing the survey instrument, if desired. Our work, with the International City/County Management Association (ICMA), on The National Citizen Survey™ will assist you with an initial draft that can be edited.
- We will work with staff to ensure that the questions meet the City's needs, but will also allow their use in completing the customer survey portion of the ICMA's templates for Police, Refuse, Parks and Recreation, Highways and Street Maintenance.

Report Preparation

- The data will be analyzed using SPSS, a statistical software package. Survey responses will be statistically re-weighted to reflect the greater population norms of the jurisdiction. Beyond the computation of basic descriptive statistics, key questions in the survey can be cross-tabulated by respondent socio-demographic characteristics and/or by City Wards. Results can be reported for questions in which residents from varying subgroups hold (statistically significantly and meaningfully) different opinions than the rest of the jurisdiction's residents.
- We maintain a database of citizen survey results from over 300 jurisdictions. We can use this database to make comparisons to the ratings given by residents to the Takoma Park survey. The Wheat Ridge report (see page 16 of that report) shows examples of how we display these findings. Section VII of this proposal presents additional information on our database in a FAQ (frequently asked questions) format.
- According to your preferences, we can prepare the report in either Word or WordPerfect and provide the report and data set in electronic format for the City's own use and further analysis.
- We can make a presentation of the results of the survey to the Governing Body and the Executive Leadership Team. We can also provide these aids to staff, so they can make presentations to other groups themselves after NRC has finished its presentation.

Project Timeline

Note: Developing a survey instrument is a process that can take from a couple of weeks to several months, depending on the needs of the client, how well the questionnaire topics and research questions have been defined, and the amount of review required (e.g., by elected officials, boards or advisory groups, staff teams, etc.). Thus, this timeline shows the time required to complete the project once the survey instrument has been finalized.

<u>Task</u>	<u>Date</u>
Print survey materials	week 1
Mail preparation (stuffing, labeling, etc.)	week 2
Mail postcard and letter pre-notification	week 3
Mail first wave survey	week 4
Mail second wave of surveys	week 5
Data collection, cleaning and coding of surveys	weeks 6-8
Electronic data entry	week 9
Data analysis and report writing	weeks 10-12
Draft report for review	first day of week 13
Review of draft	week 13
Report finalized and printed	weeks 14-15
Report delivered.....	end of week 15

IV. Proposed Cost

We have provided two possible cost options for this project: 1) A budget for a 5-page mailed survey with an English and Spanish version of the survey, with additional sheet in different languages to inform residents of ethnic backgrounds about the survey; 2) A budget for a 5-page mailed survey with an English version of the survey, with additional sheet in different languages to inform residents of ethnic backgrounds about the survey.

We have included sufficient time and resources in the budget for an NRC staff member to attend meetings for one day with Takoma Park staff and/or elected officials. If awarded the contract, we would work with you to determine whether in-person contact is most appropriate at the project initiation or at the final presentation. We can be present at both these meetings by phone. Staff from the Center for Survey Research will be present in-person at both times. We will of course be available throughout the length of the project by phone, e-mail and fax. We work this way with all of our clients, and find that it provides ample contact and is an efficient way to move the project forward and provide a high level of customer service and quality products.

Should these proposed budgets exceed your resources or not meet your needs, NRC will work with you to develop a budget and work plan that yield a better fit.

Provided below is a summary of the costs by category. The following two pages expand the estimate to show unit costs for each category.

Takoma Park Community Citizen Survey Mailed Resident Survey; 5 pages; 3,000 surveys out, ~700 returned		
Tasks and Staff	Option 1: Questionnaire mailed in English only, explanation in other languages	Option 2: Questionnaire mailed in English and Spanish, explanation in other languages
Project Initiation	\$1,150	\$1,150
Survey Management	\$2,375	\$2,375
Instrument Design	\$2,385	\$2,385
Sampling and Mailing Oversight	\$940	\$940
Data Cleaning --prep for data entry	\$940	\$1,040
Data Analysis and Report of Results	\$5,760	\$5,760
Presentation	\$1,620	\$1,620
Subtotal, Staff Costs	\$14,020	\$14,120
Hard Costs	Cost	Cost
Travel (local CSR and NRC staff)	\$1,000	\$1,000
Translation (Spanish, French, Amharic and Vietnamese)	\$2,800	\$2,800
Survey Printing	\$2,594	\$4,424
Postage	\$2,644	\$3,994
Mail Preparation/Sample	\$2,670	\$2,790
Data Entry	\$800	\$800
Subtotal, Hard Costs	\$12,508	\$15,808
TOTAL	\$26,528	\$29,928

Takoma Park Community Citizen Survey Mailed Resident Survey; 5 pages; 3,000 surveys out, ~700 returned						
Tasks and Staff	Option 1: Questionnaire mailed in English only, explanation in other languages			Option 2: Questionnaire mailed in English and Spanish, explanation in other languages		
	Hours	Rates	Cost	Hours	Rates	Cost
Project Initiation			\$1,150			\$1,150
<i>President, NRC</i>	2	\$135	\$270	2	\$135	\$270
<i>Research Associate, NRC</i>	2	\$95	\$190	2	\$95	\$190
<i>Executive Staff C, CSR</i>	4	\$125	\$500	4	\$125	\$500
<i>Executive Staff A, CSR</i>	2	\$95	\$190	2	\$95	\$190
Survey Management			\$2,375			\$2,375
<i>Research Associate, NRC</i>	25	\$95	\$2,375	25	\$95	\$2,375
Instrument Design			\$2,385			\$2,385
<i>President, NRC</i>	2	\$135	\$270	2	\$135	\$270
<i>Research Associate, NRC</i>	15	\$95	\$1,425	15	\$95	\$1,425
<i>Executive Staff C, CSR</i>	4	\$125	\$500	4	\$125	\$500
<i>Executive Staff A, CSR</i>	2	\$95	\$190	2	\$95	\$190
Sampling and Mailing Oversight			\$940			\$940
<i>Research Associate, NRC</i>	2	\$95	\$190	2	\$95	\$190
<i>Research Assistant, NRC</i>	15	\$50	\$750	15	\$50	\$750
Data Cleaning –prep for data entry			\$940			\$1,040
<i>Research Associate, NRC</i>	2	\$95	\$190	2	\$95	\$190
<i>Research Assistant, NRC</i>	15	\$50	\$750	17	\$50	\$850
Data Analysis and Report of Results			\$5,760			\$5,760
<i>President, NRC</i>	2	\$135	\$270	2	\$135	\$270
<i>Research Associate, NRC</i>	40	\$95	\$3,800	40	\$95	\$3,800
<i>Research Assistant, NRC</i>	20	\$50	\$1,000	20	\$50	\$1,000
<i>Executive Staff C, CSR</i>	4	\$125	\$500	4	\$125	\$500
<i>Executive Staff A, CSR</i>	2	\$95	\$190	2	\$95	\$190
Presentation			\$1,620			\$1,620
<i>President, NRC</i>	5	\$135	\$675	5	\$135	\$675
<i>Research Associate, NRC</i>	5	\$95	\$475	5	\$95	\$475
<i>Executive Staff C, CSR</i>	3	\$125	\$375	3	\$125	\$375
<i>Executive Staff A, CSR</i>	1	\$95	\$95	1	\$95	\$95
Subtotal, Staff Costs			\$14,020			\$14,120

Takoma Park Community Citizen Survey
Mailed Resident Survey; 5 pages; 3,000 surveys out, ~700 returned, continued

Hard Costs	Option 1: Questionnaire mailed in English only, explanation in other languages			Option 2: Questionnaire mailed in English and Spanish, explanation in other languages		
	Qty	Rate	Cost	Qty	Rate	Cost
Travel (local CSR and NRC staff)			\$1,000			\$1,000
Translation (Spanish, French, Amharic and Vietnamese)			\$2,800			\$2,800
<i>Explanatory paragraph into three or four languages and survey (and other materials) into Spanish</i>			\$2,800			\$2,800
Survey Printing			\$2,594			\$4,424
<i>prenotification postcard</i>	3,000	\$0.045	\$134	3,000	\$0.045	\$134
<i>cover letter and survey (x2)</i>	6,000	\$0.347	\$2,080	6,000	\$0.652	\$3,910
<i>outgoing envelopes (x2)</i>	6,000	\$0.032	\$190	6,000	\$0.032	\$190
<i>return envelopes (x2)</i>	6,000	\$0.032	\$190	6,000	\$0.032	\$190
Postage			\$2,644			\$3,994
<i>prenotification postcard</i>	3,000	\$0.200	\$600	3,000	\$0.200	\$600
<i>1st wave out</i>	3,000	\$0.278	\$834	3,000	\$0.503	\$1,509
<i>2nd wave out</i>	3,000	\$0.278	\$834	3,000	\$0.503	\$1,509
<i>incoming surveys</i>	800	\$0.470	\$376	800	\$0.470	\$376
Mail Preparation/Sample			\$2,670			\$2,790
<i>sample</i>	3,000	\$0.200	\$600	3,000	\$0.200	\$600
<i>set-up charge</i>	1	\$90.000	\$90	1	\$90.000	\$90
<i>prenotification postcard</i>	3,000	\$0.450	\$1,350	3,000	\$0.450	\$1,350
<i>1st wave out</i>	3,000	\$0.105	\$315	3,000	\$0.125	\$375
<i>2nd wave out</i>	3,000	\$0.105	\$315	3,000	\$0.125	\$375
Data Entry			\$800			\$800
<i>survey</i>	800	\$1.000	\$800	800	\$1.000	\$800
Subtotal, Hard Costs			\$12,508			\$15,808
TOTAL			\$26,528			\$29,928

V. Example Surveys

We have included two sample reports for your review; one from a Citizen Satisfaction Survey conducted for the City of Rockville, MD in 2003 and one from a Citizen Survey conducted for the City of Wheat Ridge in 2004. Appendix VI of the City of Rockville report shows the survey materials used to conduct that project. The second to last page shows a copy of the insert included with every questionnaire. In 2003, Rockville hired a vendor they have used for previous work with the City to help translate and interpret the survey for speakers of other languages. A phone number was provided in the explanatory text. In 2001, the explanatory paragraph did not include a phone number; rather, potential respondents were told that the packet contained a survey, and encouraged to get help in completing it. The English version of this paragraph is shown below:

The City of Rockville is providing you with an important opportunity to tell us what you think about City service delivery and how you view the quality of life here in Rockville. Your household was randomly selected to participate in this survey. If you are unable to complete the enclosed questionnaire in English, we encourage you to have a family member or friend help you translate the questions and complete the survey. All your responses are completely anonymous. We want your opinions! Please return the survey in the enclosed postage-paid envelope. Thank You.

We are also including a copy of the "generic" instrument for the National Citizen Survey™. These are all examples from which we can work to craft an appropriate questionnaire for the City of Takoma Park.

VI. Research Methods Used by National Research Center, Inc.

Data Collection

1) Choosing a Survey Administration Method

Resident surveys can be conducted using a variety of survey modes depending on the survey budget and timeline, the saliency of the topics discussed, the desired precision of the survey estimates (and other factors). The advantages and disadvantages of each survey method are presented in the table below:

Comparison of Survey Administration Methods				
Issue	Phone	Mail	Personal Interview	Web Survey
Expense	moderately expensive	less expensive	most expensive	least expensive
Speed of Administration	fastest	moderate	slowest	fastest
Providing a High Response Rate	lowest	moderate	highest	lowest
Obtaining Candid Responses	moderate	best	worst	best
Eliminating Interviewer Bias	moderate	best	worst	best
Getting at In-Depth Topics	moderate	moderate	best	moderate
Permitting the Use of Visual Aids	worst	better	best	moderate
Enforcing Question Order	best	worst	best	worst
Including Respondents of Lower Socio-economic Status	moderate	worst	moderate	worst
Accessing Respondents from Specific Geographic Locations	worst	best	best	worst

The primary advantage of mailed surveys is that they are the most cost-efficient which leads to a larger number of completed surveys for analysis. On average, the mail administration modes, at a minimum, double the number of surveys one can collect for the same data collection costs.

A larger number of completed surveys may be important because more surveys lead to increased precision of the survey estimates and thus for more reliable interpretation of the data. This increased precision also helps to interpret differences in resident opinions when data are collected over time. A larger sample size also provides a larger number of surveys available for sub-group analysis. Comparison of opinion across population sub-groups will be more reliable (e.g. ratings of service satisfaction by length of residency, ethnicity, subdivision of residence, etc.).

The main disadvantages of a mailed citizen survey are increased data collection time (approximately 3-4 weeks longer than telephone data collection) and our inability to have full control over question ordering when order is important.

2) Sample Size

The relationship between sample size and precision (the .95 confidence interval or margin of error) is shown in the table below:

The table can be interpreted as follows: If 60% of 800 respondents report that "public libraries" provide "excellent" service, we can be confident that, had we gotten ratings from all residents in a jurisdiction, somewhere between 56½% and 63½% would have responded that public libraries provide excellent service.

<u>Sample Size</u>	<u>Margin of Error</u>
100	10%
300	5½%
400	5%
800	3½%
1,000	3%
1,500	2½%

A sample size of 400 is one commonly chosen by local governments for resident policy surveys because a margin of error of ±5% is felt to be acceptable to government officials and the public at large. Larger sample sizes are used when a priority of the survey is to compare responses over time or by subgroups of the population³.

3) Sample Selection

Phone Survey

NRC uses Survey Sampling, Inc. to generate random telephone numbers proportional to the number of residential telephone subscribers and active telephone prefixes in Takoma Park. Random digit dialing allows participation of residents who have listed and unlisted numbers.⁴

Mail Survey

All households located in Takoma Park would be eligible for the survey. Households would be randomly selected from an address mailing list. Because local governments generally do not have inclusive lists of all the residences in the jurisdiction (tax assessor and utility billing databases often omit rental units), we have found that address listing services provide the best representation of all households in a specific geographic location. NRC uses a firm specializing in address lists, to select the sample of households. We have tested their lists numerous times and found them to be reliable and inclusive. The lists are updated every three months.

4) Survey Instrument Development

We will pretest the instrument to determine a better estimate of the survey length and then officially test its length during the pilot test period.

³ We recommend a sample size of at least 100 for each population sub-group. For example, if a statistically reliable comparison between sub-divisions is considered important, there should be at least 100 respondents in each sub-division in the final sample.

⁴ The telephone prefixes serving your jurisdiction will be joined with four randomly assigned digits to generate a random-digit-dial survey sample.

We will pilot test the instrument with a small sample of respondents. Generally, if we have done our questionnaire design work well, only a few changes grow out of the pre-testing, although some can be critical. When all pretest interviews are complete, modifications to the survey are made and then confirmed with the client.

5) Data Collection Methodology

Interviewer Training and Selection

Interviewers are carefully trained to understand not only the specific meaning of the words in the questionnaire script, but also the broader purpose of the survey. Experienced supervisors are always on-site and available to interviewers. Calls are frequently monitored by supervisors and can be monitored by clients as well. Pre-testing helps considerably to ensure that the questionnaire is clear and unbiased; and it allows for editing ambiguous or stilted questions. Pre testing also allows interviewers the opportunity to create effective responses to unanticipated respondent answers or questions.

Data Collection

Call backs and scheduling interview times

The firm dials each provided number 5-8 times prior to being deemed "exhausted". A number is given a disposition within the CATI (computer aided telephone interviewing) program where the entire sample is managed electronically. Based on the assigned disposition, numbers are generated randomly for continued dialing throughout the project until each is turned into a completed interview or an exhausted number.

Unlisted numbers

Since the thousands of random numbers used to generate the sample are not generated from published phone books, residents with unlisted numbers have the same likelihood of being selected as those with listed numbers.

Interrupted interviews (Mid-interview terminations)

Virtually all interviews that are interrupted prior to completion are done so because the respondent discovers the time for continuing has become inconvenient. Interviewers are trained to use pre-developed "rebuttals" encouraging the respondent to complete the survey if at all possible since sparsely completed surveys are not used in the final results. If the respondent is adamant about not finishing, the interviewer is trained to request a more convenient time to complete the survey. If the respondent agrees, the interviewer creates a callback by manually entering the appropriate time and date for the continuation into the CATI system. When the scheduled call is due, the number is automatically inserted into the dialing sample so an interviewer may complete the survey with the respondent.

Refusals

Refusals are a natural part of any telephone survey. Different courses of action, depending on the developing refusal rate, are recommended. Should the refusal rate rise above 30% (a rough average but unlikely to be a problem with the kind of survey you are seeking) we suggest calling the number of an initial refusal back at least one more time on another evening. Years of experience have proven that most refusals stem more from the inconvenience of the time of the call than an unwillingness to participate.

Taking refusal management a step further, interviewers are trained to separate refusals into two categories: hard and soft. Hard refusals (adamantly not interested or requests to be taken off the list) are not reinserted in the working sample. These numbers are pulled out of the sample permanently. Soft refusals are those where the respondent was very nice, but was unwilling to schedule an actual callback time. Soft refusals,

when attempted again, are often converted into completed interviews. There is no extra charge for this procedure.

Some clients, especially public clients, worry about offending potential respondents by appearing too aggressive with soft refusal call-backs. Prior to commencement, we can agree not to call any refusers. If the client decides later this may be necessary, depending on available numbers, etc., interviewers are trained to be extra sensitive in these situations.

Tracking call dispositions

A summary is provided of dispositions for every call attempt. Typical call disposition categories include: refusal; busy; computer tone; no answer; language barrier (other than Spanish if there is a Spanish element included in the study); disconnected; business/government; answering machine; mid interview terminate; scheduled callback; and completed.

Respondent Confidentiality

All responses are held in the strictest confidence. Respondent names are never associated with the answers provided on the survey. Only first names are captured for possible verification by a supervisor (10% actually being called back). All responses are kept in our database by a unique numeric identifier only.

Data Entry

Use of a CATI system means all collected data are entered into the dataset at the time of the interview. Skip patterns are programmed into CATI so interviewers are automatically "skipped" to the appropriate question based on the individual responses being given. Before the data are analyzed, an in-depth cleaning of the data is conducted as part of the standard quality control procedures.

Mailed Survey Data Collection Methods Used by NRC

Households selected for the survey would first be mailed a pre-notification postcard announcing their selection for the survey. Approximately one week later, each household would be mailed a survey, a cover letter from the jurisdiction's highest elected official or staff member enlisting participation, and a postage paid return envelope. Each household would be mailed this packet twice (the second packet will go out 1½ to 2 weeks later). The second cover letter would ask those who have not completed the survey to do so and those who have already done so, to refrain from turning in another survey.

We over sample attached units to compensate for the fact that residents of attached dwellings (typically younger, more active) respond at lower rates than residents of detached units to all types of surveys. We mail the survey twice because anonymity is promised in the cover letter to enhance the likelihood of honest responses. We take this implicit contract with respondents as a serious principle of the survey trade, which, if violated, harms the survey research industry no less than the client or respondent.

6) Survey Publicity

We encourage our clients to inform the public about the survey through local newspapers, newsletters and community meetings. The publicity provides an opportunity to inform them about the purposes of the survey and the uses – for programming and policy – to which it will be put. NRC principals can help with this process. The publicity, furthermore, will assist the survey process by increasing willingness of residents to participate.

Report Preparation

1) Comparisons of Results to Other Jurisdictions and Over Time

Because we have developed a normative database for citizen ratings of local government services, part of our analysis can compare the jurisdiction's ratings to other similar local jurisdictions across the nation. (See the section "Information about NRC's National Citizen Survey Database".)

There are several comparisons we can make: 1) to the nation (the entire database, which includes approximately 300 jurisdictions), 2) to jurisdictions across the nation of a similar size, 3) to jurisdictions in the region, and/or by City Ward. Depending on the types of comparisons desired, we can select other subsets of data to meet your needs, contingent upon the desired subset having enough jurisdictions to make the comparisons meaningful.

If there are particular jurisdictions to which you would like to be compared where citizen surveys have been conducted but which are not now included in our database, we will be happy to add them to our database.

2) Report production

We present findings in both tables and graphs. We are careful to provide meaningful interpretation of the data. Our reports typically include an executive summary, a report of results, and appendices, including a description of the survey methodology. We typically convert our documents into a PDF format (readable by Adobe Acrobat) for electronic distribution via the Internet or e-mail if you wish to put the final report onto your Web site for access by residents.

We can provide an electronic copy of the dataset to the client in a variety of formats. Typically, clients prefer to receive the data as an Excel worksheet, but we can also provide an ASCII dataset, an Access dataset, or an SPSS dataset. We will provide information about the layout and value labels of the data so that you will have not trouble accessing the raw data.

VII. NRC's National Citizen Survey Database

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Q: What is in the citizen survey database?

A: NRC's database includes the results from citizen surveys conducted in over 300 jurisdictions in the United States. These are public opinion polls answered by more than 250,000 residents around the country. We have recorded, analyzed and stored responses to over 6,000 survey questions dealing with resident perceptions about the quality of community life and public trust and residents' report of their use of public facilities. Respondents to these surveys are intended to represent over 40 million Americans.

Q: What kinds of questions are included?

A: Residents' ratings of the quality of virtually every kind of local government service are included – from police, fire and trash haul to animal control, planning and cemeteries. Many dimensions of quality of life are included such as feeling of safety and opportunities for dining, recreation and shopping as well as ratings of the overall quality of community life and community as a place to raise children and retire.

Q: What is so unique about the NRC database?

A: It is the only database of its size that contains the people's perceptions about government service delivery and quality of life. For example, others use government statistics about crime to deduce the quality of police services or speed of pot hole repair to draw conclusions about the quality of street maintenance. Only NRC's database adds the opinion of service recipients themselves to the service quality equation. We believe that conclusions about service or community quality are made prematurely if opinions of the community's residents themselves are missing.

Q: What else is in the database?

A: Not only do we archive resident opinion about service quality, quality of life and the public's trust of local government, we track residents' report of the frequency of attending public meetings, volunteering their time, reading the community newsletter or driving alone in their car. We link community response with respondents' characteristics – ethnicity, age, education, income – and with the kind and quality of methods – phone mail administration, response rate, sampling frame, sample size – used in the local survey.

Q: What is the database used for?

A: Benchmarking. Our clients use the comparative information in the database to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions, to measure local government performance. We don't know what is small or tall without comparing. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. So many surveys of service satisfaction turn up at least "good" citizen evaluations that we need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. We need to ask more important and harder questions. We need to know how our residents' ratings of fire service compare to opinions about fire service in other communities.

Q: So what if we find that our public opinions are better or – for that matter – worse than opinions in other communities? What does it mean?

A: A police department that provides the fastest and most efficient service—one that closes most of its cases, solves most of its crimes and keeps the crime rate low—still has a problem to fix if its clients believe services are not very good compared to ratings received by objectively “worse” departments.

NRC’s database can help that police department – or any city department – to understand how well citizens think it is doing. Without the comparative data from NRC’s database, it would be like bowling in a tournament without knowing what the other teams are scoring. We recommend that citizen opinion be used in conjunction with other sources of data to help managers know how to respond to comparative results.

Q: Aren’t comparisons of questions from different surveys like comparing apples and oranges?

A: It is true that you can’t simply take a given result from one survey and compare it to the result from a different survey. NRC principals have pioneered and reported their methods for converting all survey responses to the same scale. Because scales responses will differ among types of survey questions, NRC statisticians have developed statistical algorithms, which adjust question results based on many characteristics of the question, its scale, the survey methods and the survey respondents. All results are then converted to the PTM (percent to maximum) scale with a minimum score of 0 (equaling the lowest possible rating) to a maximum score of 100 (equaling the highest possible rating). We then can provide a norm that not only controls for question differences, but also controls for differences in types of survey methods and respondents. This way we put all questions on the same scale and a norm can be offered for communities of given sizes or in various regions.

Q: How can managers trust the comparability of results?

A: NRC principals have submitted their work to peer reviewed scholarly journals where its publication fully describes the rigor of our methods and the quality of our findings. We have published articles in *Public Administration Review*, *Journal of Policy Analysis and Management* and *Governing*, and we wrote a book, *Citizen Surveys: How to do them, how to use them, what they mean*, that describes in detail how survey responses can be adjusted to provide fair comparisons for ratings among many jurisdictions. Our work on calculating national norms for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

Q: Can we compare our results to similar jurisdictions?

A: Yes. The database can be cut a number of different ways. We can select jurisdictions similar to your own based on population size, ethnic composition, educational status or income. We further can select communities that used the same data collection method (mail or phone) or that are in the same geographic vicinity. This way we can provide a customized norm that best suits your uses.

VIII. Forms required by the RFP

Please find on the following pages:

- 1) Contractor's Certification of Non-Involvement in the Nuclear Weapons Industry
- 2) Metropolitan Washington Council of Governments Rider Clause
- 3) Insurance Certificates

If any of these insurances are not appropriate or sufficient, we will obtain the necessary insurance if awarded the contract.

City of Takoma Park, Maryland

NUCLEAR-FREE TAKOMA PARK COMMITTEE
TELEPHONE 270-1700



7500 MAPLE AVENUE
TAKOMA PARK, MD 20912

CONTRACTOR'S CERTIFICATION OF NON-INVOLVEMENT IN THE NUCLEAR WEAPONS INDUSTRY

Contract Number: RFP # 04-9000-01

Date: 5/20/04

KNOW ALL MEN BY THESE PRESENTS:

1. Pursuant to the requirements of Section 6 of the Takoma Park Nuclear Free Zone Act, Ordinance No. 2703, the undersigned person, firm, corporation or entity hereby certifies that he/she/it is not now engaged in the development, research, testing, evaluation, production, maintenance, storage, transportation, and/or disposal of nuclear weapons or their components, or the sale of merchandise produced by companies so involved.

2. The undersigned further certifies that he/she/it will not, for so long as the above captioned contract remains in effect, engage in the development, research, testing, evaluation, production, maintenance, storage, transportation, and/or disposal of nuclear weapons or their components, or the sale of merchandise produced by companies so involved.

IN WITNESS THEREOF, the undersigned has signed and sealed this instrument this 20th day of May, 2004.

[Signature]
Signature

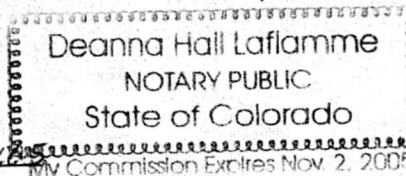
GREG EKREM - OFFICE MANAGER
Name and Title

5/20/04
Date

County of Boulder

State of Colorado

Subscribed and sworn to before me this 20th day of May, 2004.



Deanna Hall Laflamme
Notary Public

My Commission Expires: November 2, 2005

Note: Failure to complete this form will cause your bid to be considered non-responsive.

Accepted on behalf of the City of Takoma Park Maryland by:

Signature

Name and Title

Date

Rider Clause

USE OF CONTRACT(S) BY MEMBERS COMPRISING THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS PURCHASING OFFICERS COMMITTEE.

- A. If authorized by the bidder(s), resultant contract(s) will be extended to any or all of the listed members as designated by the bidder to purchase at contract prices in accordance with contract terms.
- B. Any member utilizing such contracts) will place its own order(s) directly with the successful contractor. There shall be no obligation on the part of any participating member to utilize the contract(s).
- C. A negative reply will not adversely affect consideration of our bid/proposal.
- D. It is the awarded vendor's responsibility to notify the members shown below of the availability of the Contract(s).
- E. Each participating jurisdiction has the option of executing a separate contract with-the awardee. Contracts entered into with a participating jurisdiction may contain general terms and conditions unique to that jurisdiction including, by way of illustration and not limitation, clauses covering minority participation, non-discrimination, indemnification, naming the jurisdiction as an additional insured under any required Comprehensive General Liability policies, and venue. If, when preparing such a contract, the general terms and conditions of a- jurisdiction are unacceptable to the awardee, the awardee may withdraw its extension of the award to that jurisdiction
- F. The issuing jurisdiction shall not be held liable for any costs or damages, incurred by another jurisdiction as a result of any award extended to that jurisdiction by the awardee.

In pricing section of contract:

BIDDER'S AUTHORIZATION TO EXTEND CONTRACT:

<u>YES</u>	<u>NO</u>	<u>JURISDICTION</u>
<u>X</u>	<u> </u>	Alexandria, Virginia
<u> </u>	<u>NA</u>	Alexandria Public Schools
<u>X</u>	<u> </u>	Arlington County, Virginia
<u> </u>	<u>NA</u>	Arlington County Public Schools
<u>X</u>	<u> </u>	Bowie, Maryland
<u>X</u>	<u> </u>	College Park, Maryland
<u>X</u>	<u> </u>	Culpeper County, Virginia
<u>X</u>	<u> </u>	District of Columbia
<u> </u>	<u>NA</u>	District of Columbia Public Schools

<u>X</u>	___	District of Columbia Water & Sewer Auth.
<u>X</u>	___	Fairfax, Virginia
<u>X</u>	___	Fairfax County, Virginia
<u>X</u>	___	Fairfax County Water Authority
<u>X</u>	___	Falls Church, Virginia
<u>X</u>	___	Fauquier County Schools & Government, Virginia
<u>X</u>	___	Frederick County, Maryland
___	<u>NA</u>	Frederick County Public Schools
<u>X</u>	___	Gaithersburg, Maryland
<u>X</u>	___	Greenbelt, Maryland
<u>X</u>	___	Herndon, Virginia
<u>X</u>	___	Loudoun County, Virginia
<u>X</u>	___	Manassas, Virginia
<u>X</u>	___	Maryland-National Capital Park & Planning Comm.
<u>X</u>	___	Metropolitan Washington Airports Authority
<u>X</u>	___	Metropolitan Washington Council of Governments
<u>X</u>	___	Montgomery College
<u>X</u>	___	Montgomery County, Maryland
___	<u>NA</u>	Montgomery County Public Schools
<u>X</u>	___	Prince George's County, Maryland
___	<u>NA</u>	Prince George's County Public Schools
<u>X</u>	___	Prince William County, Virginia
___	<u>NA</u>	Prince William County Public Schools
___	<u>NA</u>	Prince William County Service Authority
<u>X</u>	___	Rockville, Maryland
<u>X</u>	___	Stafford County, Virginia
<u>X</u>	___	Takoma Park, Maryland
<u>X</u>	___	Vienna, Virginia
<u>X</u>	___	Washington Metropolitan Area Transit Authority
<u>X</u>	___	Washington Suburban Sanitary Commission

PINNACOL
ASSURANCE**Pinnacol ONLINE**

See Main Options	View Contacts	Run Reports
View Policy Info	Find Claim	Find Network Provider

View Declaration Page

Declaration Page

Set Date: 10/02/2003

Policy Number: 3284605
 Policy Type: ADVANCE
 Risk Type: ARP STANDARD RISK PLAN

ITEM 1. INSURED

NATIONAL RESEARCH CENTER INC
 3005 30TH ST
 BOULDER CO 80301

LOCATIONS - ALL USUAL WORKPLACES OF THE INSURED AT OR FROM WHICH
 OPERATIONS COVERED BY THIS POLICY ARE CONDUCTED AND ARE LOCATED
 AT THE ABOVE ADDRESS UNLESS OTHERWISE STATED.

ITEM 2. POLICY PERIOD: FROM 12/01/2003 TO 12/01/2004
 12:01 A.M. MOUNTAIN STANDARD TIME

ITEM 3. A. WORKERS COMPENSATION INSURANCE: PART ONE OF THE POLICY APPLIES
 TO THE WORKERS COMPENSATION LAW OF THE STATES LISTED HERE:

COLORADO

B. EMPLOYERS LIABILITY INSURANCE: PART TWO OF THE POLICY APPLIES TO
 WORK IN EACH STATE LISTED IN ITEM 3A. THE LIMITS OF OUR LIABILITY
 UNDER PART TWO ARE:

BODILY INJURY BY ACCIDENT	100,000	EACH ACCIDENT
BODILY INJURY BY DISEASE	100,000	EACH EMPLOYEE
BODILY INJURY BY DISEASE	500,000	POLICY LIMIT

C. OTHER STATES INSURANCE: PART TWO OF THE POLICY APPLIES TO THE
 STATES, IF ANY, LISTED HERE:

NONE

(CONTACT US FOR INFORMATION OUTSIDE THE STATE OF COLORADO)

D. THIS POLICY INCLUDES THE ATTACHED ENDORSEMENTS AND SCHEDULES:

[View Endorsements](#)

ITEM 4. THE PREMIUM FOR THIS POLICY WILL BE DETERMINED BY OUR MANUALS OF
 RULES, CLASSIFICATIONS, RATES AND RATING PLANS. ALL INFORMATION
 REQUIRED BELOW IS SUBJECT TO VERIFICATION AND CHANGE BY AUDIT. THE
 STATEMENTS OF ESTIMATED ADVANCE PREMIUM ARE HEREBY MADE A PART
 OF THIS POLICY

Pinnacol OnLine: View Declaration Page

Business: 1 NATIONAL RESEARCH CENTER INC
Location: 2 NATIONAL RESEARCH CENTER INC
3005 30TH STREET
BOULDER CO 80301

Period: 12/01/2003 - 12/01/2004

Class	Effective	Expiration	Rate Type	Description	Num Emp	Payroll	Rate	Premium Charge
874205	12/01/2003	12/01/2004	EM	OUTSIDE SALESPERSON	12	507,150	0.7020	3.560
Totals:						507,150		3.560

[See Main Options](#) | [View Contacts](#) | [Run Reports](#) | [View Policy Info](#) | [Find Claim](#) | [Find Network Provider](#)

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CERTIFICATE OF INSURANCE

This certifies that ☒ STATE FARM FIRE AND CASUALTY COMPANY, Bloomington, Illinois
☐ STATE FARM GENERAL INSURANCE COMPANY, Bloomington, Illinois
 insures the following policyholder for the coverages indicated below:

Name of policyholder National Research Center

Address of policyholder 1503 Spruce St Ste 3
Boulder, Co 80301-4215

Location of operations Colorado

Description of operations Research

The policies listed below have been issued to the policyholder for the policy periods shown. The insurance described in these policies is subject to all the terms, exclusions, and conditions of those policies. The limits of liability shown may have been reduced by any paid claims.

POLICY NUMBER	TYPE OF INSURANCE	POLICY PERIOD Effective Date Expiration Date		LIMITS OF LIABILITY (at beginning of policy period)
96-BU-3823-8	Comprehensive Business Liability	11/16/03	11/16/04	BODILY INJURY AND PROPERTY DAMAGE
This insurance includes:		<input checked="" type="checkbox"/> Products - Completed Operations <input checked="" type="checkbox"/> Contractual Liability <input type="checkbox"/> Underground Hazard Coverage <input type="checkbox"/> Personal Injury <input type="checkbox"/> Advertising Injury <input type="checkbox"/> Explosion Hazard Coverage <input type="checkbox"/> Collapse Hazard Coverage <input checked="" type="checkbox"/> General Aggregate Limit applies to each project <input type="checkbox"/>		Each Occurrence \$ 1,000,000 General Aggregate \$ 2,000,000 Products - Completed Operations Aggregate \$ 2,000,000
	EXCESS LIABILITY	POLICY PERIOD Effective Date Expiration Date		BODILY INJURY AND PROPERTY DAMAGE (Combined Single Limit)
	<input type="checkbox"/> Umbrella <input type="checkbox"/> Other			Each Occurrence \$ Aggregate \$
	Workers' Compensation and Employers Liability			Part 1 STATUTORY Part 2 BODILY INJURY Each Accident \$ Disease Each Employee \$ Disease - Policy Limit \$
POLICY NUMBER	TYPE OF INSURANCE	POLICY PERIOD Effective Date Expiration Date		LIMITS OF LIABILITY (at beginning of policy period)
161 3304 06r	01 nissan	05/21/04	10/21/04	1,000,000

If any of the described policies are canceled before its expiration date, State Farm will try to mail a written notice to the certificate holder 30 days before cancellation. If, however, we fail to mail such notice, no obligation or liability will be imposed on State Farm or its agents or representatives.

Name and Address of Certificate Holder
 City of Takoma Park
 7500 Maple Ave
 Takoma Park, MD 20912
 RFP# 04-9000-01

Gordon Moore
 Signature of Authorized Representative

Agent
 Title

6-20-04
 Date


State Farm Mutual Automobile Insurance Company

1555 Promontory Circle
Greeley CO 80638-0001

R 98940-1-P MATCH 00048 MUTL VOL

DECLARATIONS PAGE

NAMED INSURED 00048 06-1618-11NP

MILLER, THOMAS I
4775 6TH ST
BOULDER CO 80304-0863

POLICY NUMBER 161 3304-E21-06R
POLICY PERIOD NOV 21 2003 to MAY 21 2004

|||||

AGENT
GORDON MOORE
SUITE A
6560 GUNPARK DRIVE
BOULDER, CO 80301-3374

PHONE: (303)530-0404

**DO NOT PAY PREMIUMS SHOWN ON THIS PAGE.
SEPARATE STATEMENT ENCLOSED IF AMOUNT DUE.**

YEAR	MAKE	MODEL	BODY STYLE	VEHICLE ID. NUMBER	CLASS
2001	NISSAN	PATHFINDER	SPORT WG	JN8DR09Y21W597526	6G3H302

SYMBOLS	COVERAGES	PREMIUMS
	See policy for coverage details.	2001 NISSAN
A	Bodily Injury/Property Damage Liability Limit of Liability-Coverage A \$1,000,000 Each Accident	\$208.80
D	Comprehensive	\$154.80
G100	\$100 Deductible Collision	\$185.40
H	Emergency Road Service	\$3.20
U	Uninsured Motor Vehicle Limits of Liability-U Each Person, Each Accident \$100,000 \$300,000	\$18.20
	Additional Use of Non-Owned Car Coverage BIPD Liability	\$5.00
	Physical Damage	\$20.00

Total premium for this policy period NOV 21 2003 to MAY 21 2004. \$595.40 This is not a bill.

IMPORTANT MESSAGES

Your policy consists of this declarations page, the policy booklet - form 9806.5, and any endorsements that apply, including those issued to you with any subsequent renewal notice.

Replaced policy number 1613304-06Q.

EXCEPTIONS AND ENDORSEMENTS (See individual endorsement for details.)

01 6097AE LEASED MOTOR VEHICLE (ADDITIONAL INSURED)-NISSAN MOTOR ACCEPTANCE
CORP (LEASED VEHICLE), PO BOX 660667, DALLAS TX 75266-0667
02 6028E.5 ADDITIONAL INSURED-URS CONSULTANTS, 1099 18TH ST STE 700, DENVER
CO 80202-1908
01 6037F.11 CERTIFICATE OF INSURANCE-CITY OF BOULDER, PO BOX 791, BOULDER
CO 80306-0791
02 6037F.11 CERTIFICATE OF INSURANCE-CITY OF LONGMONT, CIVIC CENTER COMPLEX
LONGMONT, LONGMONT CO 80501
03 6037F.11 CERTIFICATE OF INSURANCE-CITY OF WESTMINSTER, 4800 S 92ND AVE,
WESTMINSTER CO 80030
04 6037F.11 CERTIFICATE OF INSURANCE-CITY OF LOVELAND CIVIC CENTER, 500 E

MAY 20, 2004

AUTO POLICY STATUS

MILLER, THOMAS I
4775 6TH ST
BOULDER CO 80304-0863

H PHONE: (303) 654-7333
MUTL 161 3304-E21-06R
01 NISSAN PATHFINDER
SPORT WG
VIN: JN8DR09Y21W597526

IRG: 20
TERR: 006
CLASS: 6G3H302
ACC FREE: MAY-21-06
BIRTH: MAY-29-47

STATUS: RENBL DUE DATE: MAY-21-04 TERM DATE: TOT PREM: 595.40
AMT DUE: 595.40 OXD: NOV-21-75 COV DATE: NOV-21-03 PREV PREM: 595.40

A	/1MM /	208.80	UNOC/BIPD	5.00
D		154.80	UNOC/PHYDMG	20.00
G100		185.40		
H		3.20		
U	100 /300	18.20		

AMT PAID: 599.43 DATE PAID: DEC-03-03
GRP 06/29/01, MCD 122.00, AFD 108 \$43.74,
APP DATE 06-30-04, ODM 80 06-01, REF 570.40,
MLD 60.84.

NAME: MILLER, THOMAS I H PHONE: (303) 654-7333

REPLACED POLICY: 1613304-06Q POLICY FORM: 98065

EXCEP. & END: LESSOR - 56447, NISSAN MOTOR ACCEPTANCE CORP (LEASED VEHICLE)
PO BOX 660667 DALLAS TX 75266-0667, SEE FILE, INS. CERT TERM NOTICE - CITY
OF BOULDER PO BOX 791 BOULDER CO 80306, SEE FILE, 6049AG USE OF NON-OWNED
CARS-LIABILITY COVERAGE, THOMAS I MILLER. 6033ZZ USE OF NON-OWNED
CARS-PHYSICAL DAMAGE COVERAGE-\$25,000 LIMIT APPLIES TO ITEM 3B, THOMAS I
MILLER.

REC CHG:

COV. S & Z NAMES S AMT 2

ACORD <small>TM</small> CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YY) JUL 17 03
PRODUCER MOUNTAIN INSURANCE BROKERS 3705 KIPLING ST, #108 WHEAT RIDGE CO 80033 PHONE: 303-420-4774 FAX: 303-420-2382		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
INSURED NATIONAL RESEARCH CENTER INC. 1503 SPRUCE ST. BOULDER CO 80302		INSURERS AFFORDING COVERAGE INSURER A: PHILADELPHIA INSURANCE COMPANIES INSURER B: INSURER C: INSURER D: INSURER E:
		NAIC # PIC

COVERAGES					
THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.					
INSR LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC				EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (EA occurrence) \$ MED. EXP (Any One Person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS-COMP/OP AGG. \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS				COMBINED SINGLE LIMIT (EA accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE \$
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN EA ACC \$ AUTO ONLY: AGG \$
	EXCESS / UMBRELLA LIABILITY <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE RETENTION \$				EACH OCCURRENCE \$ AGGREGATE \$ \$ \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/OWNER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below				WC STATUTORY LIMITS OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE-EA EMPLOYEE \$ E.L. DISEASE-POLICY LIMIT \$
A	OTHER: PROFESSIONAL LIABILITY	PH3D036753	SEP 4 03	SEP 4 04	\$ 1,000,000 PER OCCURRENCE \$ 1,000,000 AGGREGATE
DESCRIPTION OF OPERATIONS/LOCATION/VEHICLES/EXCLUSIONS ADDED ENDORSEMENT/ SPECIAL PROVISIONS					

CERTIFICATE HOLDER CITY OF ARVADA 8101 RASTON RD. ARVADA, CO 80002	ADDITIONAL INSURED; INSURER LETTER: CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 10 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.
Attention: PURCHASING DIVISION	AUTHORIZED REPRESENTATIVE 